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YOUR VOICE MATTERS

This past July, we sent out a Department Review Survey to the membership to hear directly from you on issues such as morale, as well as to ensure your voice is heard by the Chief and command staff. We received an overwhelming response, including more than 40,000 comments. The following is a summary of the survey responses to questions pertaining to the Chief and command staff. Feedback on the Mayor and City leadership will be forthcoming in a future issue.

The survey was open from July 6 – 27, 2020.

YOU SPOKE, WE LISTENED

Here are some results from the
LAPPL Department Review Survey.
It was approximately 1,200 pages.

DO YOU FEEL CHIEF MOORE PROVIDED STRONG LEADERSHIP DURING THE RECENT CIVIL UNREST/PROTESTS?



**86% responded no
14% responded yes**

- The majority of respondents felt Chief Moore did not exhibit strong leadership and called him a "politician" for supporting protesters.
- Many respondents were encouraged that he was "on the ground" during the first few days of rioting.
- Several participants felt he should have been politically neutral and should have been more supportive of officers. A handful stated that this has affected morale throughout the Department.
- Several felt the Chief did not defend the officers on the front line, risking their safety and endangering their lives.
- Several respondents felt the Chief's actions were done to appease the Mayor, and they were upset about the Chief conforming by kneeling with the protesters.
- A majority of respondents said they lost respect for the Chief after he knelt, and several said his kneeling in uniform was inappropriate and counterintuitive to his philosophy of "don't be the story."
- Several respondents called for the Chief's resignation.
- Some participants called him the worst Chief of Police.
- Some respondents felt he should have publicized positive changes in Department policing since the '92 riots to the media.
- A handful of respondents felt he initially showed leadership but then gave in to politics and BLM.
- Few respondents mentioned being upset over the email that denied their overtime after working 14-16 days in a row.
- Some respondents felt he did his best considering a lack of command leadership.
- A handful of participants felt that confusion surrounding DOC emails contributed to the Chief's lack of leadership.
- One respondent said the LAPPL needs to better in informing the public of statistics (provided the comparison of an African American being killed by police to being struck by lightning).

DO YOU CURRENTLY FEEL SUPPORTED BY THE CHIEF OF POLICE?



**86.33% responded no
13.67% responded yes**

- The majority of respondents expressed overwhelmingly that the Chief didn't support them.
- The majority felt that when the Chief knelt he lost their respect.
- Several participants expressed anger over the Chief advocating to remove the Board of Rights process.
- More than one respondent stated that due to the lack of support, they were considering retiring early and/or leaving for a different agency.
- Many respondents reiterated that the Chief needs to do more to voice the positive accomplishments of the Department and its officers.

MANY PARTICIPANTS CALLED FOR THE RESIGNATION OF THE CHIEF OF POLICE FOR DIFFERENT REASONS; SOME COMMON REASONS WERE:

- Cowering to protesters by kneeling w/ BLM.
- Not allowing officers to defend themselves when rocks, bottles or other projectiles were thrown at them.
- Not defending LAPD officers to the media.
- Letting those who were arrested go without consequence.
- Not having an organized plan when the rioting was in progress.
- Pandering to the politics/politicians and/or groups like BLM/Antifa.

**“We can handle one
10,000-person protest.
but 10,000-person
protests throughout the
city will overwhelm us.”**

DO YOU FEEL THAT LAPD COMMAND STAFF PROVIDED STRONG LEADERSHIP DURING THE RECENT CIVIL UNREST/PROTESTS?



**89.77% responded no
10.23% responded yes**

- The majority of participants perceived command staff as weak/cowardly for kneeling with BLM.
- Several respondents believe command staff is inexperienced "in the field" and offered no clear direction at the expense of officer safety.
- Several participants mentioned some commanders in a negative light.
- Many respondents called command staff "puppets" of the Mayor/politicians/City Council, etc.
- Several participants criticized captains above all other ranks; and at least one suggested a check and balances system at the captain level.
- Several respondents criticized tactical strategies, stating groups of officers were sent home even though fellow officers were overwhelmed in other areas with a lack of resources and surrounded by a mob (at the Grove).
- Some respondents felt their specific command staff/division did provide strong leadership.
- Some respondents felt command staff are incapable of handling tactical incidents, which produces poor results and an inability to make crucial decisions.
- Several participants felt lack of direction contributed to destruction of property (vehicles).
- Some participants mentioned/criticized a scenario wherein airship requested units to be deployed to aid others and the request was denied.
- A handful of respondents referred to command staff as "managers" vs. leaders.
- A handful of participants criticized a response in Van Nuys wherein command staff allowed looting and ordered officers on the scene to stand down.
- Some respondents felt their specific command staff/division did provide strong leadership:

o Southwest	o Reina	o Lopez
o Newton	o Giraldo	o Wendling
o Hollywood	o Palazzolo	o Spell
o Hamilton	o Davalos	o Hurtado
o Stabile	o Lewis	
o DC Rodriguez	o Flores	

**“Chief Moore did the BEST
he could with the lack
command leadership.”**

DO YOU FEEL THE DEPARTMENT WAS PREPARED FOR THE CIVIL UNREST/PROTESTS?



**69.66% responded no
30.34% responded yes**

- Several participants in the last three questions emphasized the need for further Mobile Field Force tactical and crowd control training. Suggestions include annual Department-wide MFF training. Several participants felt the Department acted too slowly and should have prepared when protests began in other parts of the country.
- Many participants felt the Department was afraid to act.
- Several respondents felt Patrol was unprepared.
- Many participants felt resources were withheld or not offered, including:
 - o Makeshift "jail" at Jackie Robinson field
 - o Custody transport/jail buses
 - o Vehicle
 - o Riot gear for Patrol including gas/shields/launchers
 - o Knee/arm pads, wrist/shin guards
 - o Beanbags
 - o Flex cuffs
 - o PPE
 - o Food/water
 - o 37/40mm ammo
 - o Bathroom facilities
- Many participants reiterated (from the last question) that command staff didn't offer adequate support and that they were unprepared (officers/Patrol were prepared, according to several participants).
- Several respondents felt the Department did the best they could given the circumstances.
- Some participants felt affirmatively that the Department was prepared for the civil unrest, but command staff decisions prevented action.
- A handful of respondents stated the Department lacked intelligence to make actionable decisions.
- A handful of participants commented on the Department valuing saving money over the safety of officers on the front lines.
- At least one respondent stated, "training [was] grossly outdated."
- One participant stated, "We can handle one 10,000-person protest, but 10 1,000-person protests throughout the city will overwhelm us."
- Another respondent stated, "Our Department needs to make technology a priority. There's no reason in 2020, Jail Division cannot have personnel set up field jails throughout the city with the ability to use computer systems to automate and speed up the entire book and release process."
- At least one participant was grateful for the League proving food.

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Good leadership but it was overlooked after he took a knee.

WHAT DO YOU FEEL COULD HAVE BEEN DONE BETTER BY CHIEF/COMMAND STAFF TO PREPARE FOR THE CIVIL UNREST/PROTESTS?

- Many respondents suggested better use of personnel and offering the training Metro Division receives to Patrol or even having Metro lead the training as well as "hands on" physical MFF training scenarios, not just learning.
- A common suggestion was MFF training for command staff.
- The majority of respondents felt mobilization should have taken place sooner and the Department needed more intel on the protests (proactive vs. reactive).
- Many of the participants opined that the Chief and command staff in charge during these situations should have several years of field experience and not an "admin" background.
- The majority of respondents felt curfew should have been enforced and citation reasons/codes should have been established prior to the protests/riots beginning.
- Several participants felt the Chief and/or command staff needed to be more vocal as far as their support for the officers in the field.
- Several respondents feel that the November elections may bring another round of civil unrest.
- Some respondents felt the National Guard should have been brought in sooner and/or martial law declared.
- One respondent suggested a detailed plan and resources that were lacking.
- Several respondents suggested better communication within the Department and clear courses of action.
- Several participants expressed frustration regarding time OT vs. cash OT. The majority opinion was this could have been avoided if personnel was better scheduled (an example provided: hundreds of officers sitting at Dodger Stadium).
- As suggested in the previous question, several participants suggested appropriate riot gear as well as better scheduling of A/B watch so that one isn't deployed significantly longer than the other (close to 17-hour shift).
- More than one participant suggested preparing media clips/PR person/social media response for support.
- More than one participant suggested the use of mounted units for crowd control.
- One respondent stated, "Utilize drones, cameras, UCs and digital imaging to identify agitators and law breakers. Once the law breakers are identified, send in squads/strike teams to arrest and prevent looting/destruction."
- Another respondent stated, "Quit turning away good minority candidates. Please, please hire more black officers."
- At least one participant stated, "Pay more attention to threats on social media, posts on protest locations, as well as other online threats... using social media as an investigative tool."
- One respondent suggested, "[Use] drones to document crowd behavior."
- At least one participant suggested divisional resting cuts.
- Several respondents expressed that the League should act to change the Chief's position so it is no longer an elected position.
- Another participant expressed frustration over all the staff at headquarters who are eligible to be tested, however, this opportunity isn't offered at every division.

IF FUTURE CIVIL UNREST/PROTESTS OCCUR, WHAT ARE SOME OF THE THINGS YOU WOULD SUGGEST TO THE CHIEF OF POLICE TO MAXIMIZE THE SAFETY OF OFFICERS?

- One respondent and at least a handful of others gave a very detailed specific suggestion for a temporary "protest task force" that would be in effect for several months. One participant suggested preparing using appropriate intel, organize front line and resources, and work with LASD and other agencies for areas outside of the city if necessary. One respondent cited LASD response team as an example.
- One participant suggested bullhorns for command staff.
- Another respondent suggested, "More plain clothes officers in tactical vests and unmarked cars, not undercover officers, who can drive in the area in groups and can observe and arrest unsuspecting individuals committing [looting, vandalism, etc.] crimes."
- Several respondents suggested the use of additional equipment for crowd control, including:
 - o Tear gas
 - o Carabineer clips to secure helmets
 - o Tactical gloves
 - o Padded riot gear
 - o LAFFD water cannons
 - o Armored vehicles
 - o Pepper balls
 - o Shields
 - o 36" batons
 - o SUVs/trucks
 - o Earpieces
 - o CS chemical agents
- Like the previous question, many participants suggested "hands on"/realistic MFF training, not watching it on a monitor.
- Several participants voiced frustration at being on the front line and being told to remove their helmets.
- One respondent had an 11-point plan and specifically suggested, "Use existing infrastructure and technology to assist in restoring/maintaining law and order. Shut down localized cell towers to hamper rioter communication. Shut down mass transit into the affected areas to hamper rioter ingress. Push cellphone alerts into geographic areas to notify of unlawful assemblies."
- Some respondents felt strongly that not all command staff didn't adequately perform, and at least one suggested an evaluation of supervisors to be able to utilize the most competent individuals during civil unrest. "Give supervisors checklists and expose them to decision-making scenarios."
- Several respondents suggested a "no tolerance" policy and the Chief announcing through the media the consequences of unlawful assembly, i.e. beanbags/tear gas, etc.
- Some participants suggested reevaluating the 12-hour deployment schedule, which can cause fatigue for the watch that is deployed for longer.
- A handful of respondents suggested "blue flu."
- At least one participant suggested "better league/union."
- One respondent suggested "a different 'level' of mobilization... a 50% of resources should be placed 'on-call,' allowing for the city to mobilize squads based on need" to avoid unnecessary OT and units sitting around with no objective.
- One respondent suggested, "Mobilization hours should be changed. Some on 0600 1800. Others started early without cars or equipment available. Everyone 0400 1600 1600 0400."

DID YOU HAVE ALL THE NECESSARY EQUIPMENT YOU NEEDED TO DO YOUR JOB?



54.64% responded no
45.36% responded yes

- As in previous questions, the majority of the respondents stated they did not have the necessary equipment to handle the crowd. Specifically, many participants cited not having enough less-than-lethal ammunition.
- Several participants said masks were not readily available; some referred specifically to gas masks, as other agencies and some rioters were deploying gas. Others referred to a lack of N95 masks.
- One respondent said, "As a detective, I am not equipped with BWV or TASER..."
- Other suggestions (not mentioned prior in the survey) included:
 - Radio batteries
 - Cageless SUVs
 - Vehicles without lights/sirens/radios
 - Flak jacket/plate carrier
 - Ice chests
 - Gloves
 - Color dye mixed into water (with water cannons)
 - Mobile phone assigned to each officer for updates
 - New technology for crowd control (sound waves)
 - ASD downlink
- Some participants specifically requested updated equipment including newer face masks/shields, lighter helmets.

ARE YOU CURRENTLY THINKING OF LEAVING LAPD FOR ANOTHER AGENCY? IF SO, WHY, AND WHAT AGENCY?



61.11% responded no
38.89% responded yes

- Majority of the responses that are no's have voiced the following:
 - Too Invested
 - Ready to retire, no point
- Several responses that were a yes listed the following agencies/places:
 - Santa Ana
 - Idaho
 - Texas
 - El Segundo
 - Whittier
 - Anaheim
 - Federal agencies
 - Leave the law enforcement career all together

IF YOU COULD RETIRE NOW, WOULD YOU RETIRE?



90.53% responded yes
9.47% responded no

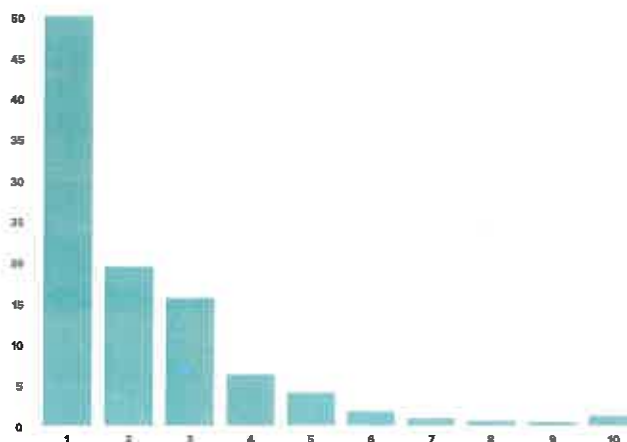
- The majority who responded yes said they do not feel supported enough to want to stay.

WHAT ARE YOUR SUGGESTIONS TO IMPROVE MORALE?

2,652 participants responded
84 participants skipped this question

- Majority voiced they need support from the following, by their publicly/private supporting and backing the officers:
 - City Council
 - Chief
 - Command staff
 - Public figures/politicians
 - Media
 - The public
- Several others responded with the need for a monetary remedy in the following forms:
 - Higher wages and starting pay
 - Open promotions again
 - Bring cash OT back
 - Better training
 - Newer equipment
 - Newer stations

ON A SCALE FROM 1-10, ONE BEING THE LOWEST AND 10 BEING THE HIGHEST, HOW WOULD YOU RATE THE MORALE ON THE LAPD?



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Our Department needs
to make technology a
priority. There's no
reason in 2020, Jail
Division cannot have
personnel set up field
jails throughout the
city with the ability to
use computer systems
to automate and speed
up the entire book and
release process.”

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